

**SHOULD WE
UNSHRINK
MICROSOFT?**

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**“Sure there have been
deaths and injuries in
boxing – but none of
them **serious.**”**

Alan Minter

**“I would not be
bothered if we **lost**
every game as long as
we **won** the league.”**

Mark Viduka

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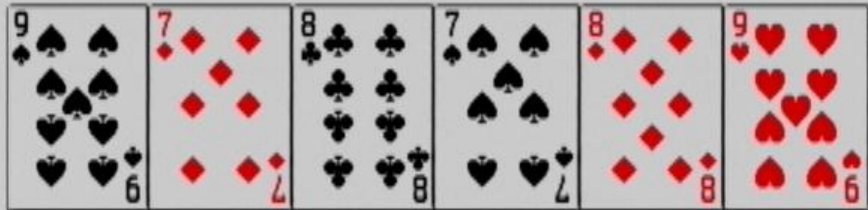


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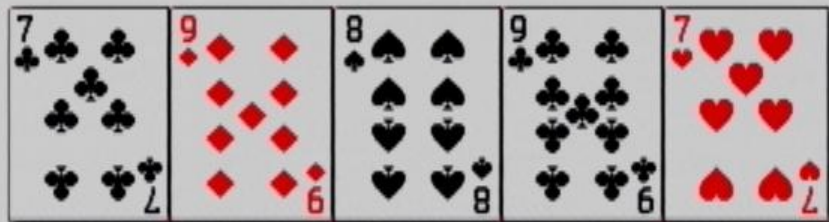
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HAVE A SEAT, MR. FROG... THESE
X-RAYS MAY COME AS A SHOCK
TO YOU...



**WHY
PEOPLE
HATE
MICROSOFT**

Hate Microsoft 10,700

Love Microsoft 3,110

Hate Intel 357

Love Intel 395

Love Mac 5,980

Hate Mac 730

Hate Linux 1,020

Love Linux 8,650

Love IBM 581

Hate IBM 206

Hate Google 138

Hate Macromedia 34

Love Macromedia 246

Hate Sony 592

Love Sony 2,790

Love AMD 608

Hate AMD 111

Hate Netscape 1,540

Love Netscape 611

Hate AOL 3860

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Hate Napster 260

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"Taken to its logical conclusion, Microsoft's claim that it has the right to keep Kennedy from disclosing his results is tantamount to saying the company can keep Road & Track from testing the performance of a car that has a little bit of Microsoft software embedded somewhere."



“I might call it deep-seated hatred.”

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“I might call it deep-seated hatred.”



**"The world views him as one of its
more aggressive predators, he sees
himself as defenceless now"**

1. Microsoft is a disease? (Few of using it)



"Microsoft is like a disease, please understand it is hard for me to write or even pronounce the word "Micro\$oft" "

"My friends all think I'm a **Servant of Satan** because I get my pay check from Microsoft. I want to be able to attend a party and proudly say 'I work for Microsoft' without worrying about being **ambushed** by a posse of Linux or Mac zealots. I want to be able to attend a family reunion and boast about my Microsoft employment without everybody asking for my help troubleshooting all these weird **Windows problems** they keep having... But right now I have to **lie about my job**. I can't keep living this deception forever! I want to be able to sleep at night! **Why does the public hate us so much?** I'm sick of ethical dilemmas!"

"But you guys—and with all due respect—are considered evil bastards. I mean, that's what you're about. Everybody hates you. Why is that? Why the difference in perception? How does it affect you personally, and how does it affect the way you guys do business going forward?"

McDonalds Coke Fly Terminator Whale Surfer at the
End of A Long Day Borg Glacier Federal Gov't
American Idol Crocodile Russian Front Dog With
Bricks Tied To It's Head Matrix Agents Car Company
Snake Oil Sales Man Obi-Won Capricious elephant Kid
Who Grew Up Too Fast The Weather Runner Opening Up
Lead Ill-tempered Sea Bass with Lasers Attached To Their
Heads Vegas Casino Japanese Company A Cult of Bill
World Trade Centre Incubator of Ideas Old Weathered
Gunfighter Wounded Tiger Kmart Steed of the Nazgul Bad
Analogy Factory Playing Pinball The Military Barbarians
Battleship Nerf Ball Shark Sawdust with Turpentine Sauce
Mr Toad Abusive Girlfriend CIA Hydra America's Shining
Star Devil Crack Dealer Troll Startup with One Venture
Capitalist Dentist for T-Rex intellectual Roach Motel
Paranoid Elephant Fleet of Small Ships Peacocks
Communism Darth Vader Rabid Wolf Cocoon Islam Bad
Child Heinz Disease Religion Marriage USA Old Lover
Tortoise Who Won The Race Starfish Abusive Husband
Dictatorship Brick Wall Dance of The Black Widow Mafia

One is, how do we make nicey-nice? I agree. One is, they're nothing, screw them. The third option is, they're something; how do we really compete aggressively? And I would venture number three as a more likely scenario. It is out of respect that we compete.

"The teachers are saying, Johnny, you are three times bigger than anybody else in this class. John, I'm going to watch you, because if you even fall down wrong, let alone beat some other kid up, you're going to hurt him. So I'm watching you, Johnny. Now don't fall over, Johnny, or we'll put you on a diet, or we'll do something to you, Johnny. That's the analogy that applies here. Johnny hasn't been a bad kid. At least, not my Johnny."



'My own garden is my own garden,' said the Giant; 'any one can understand that, and I will allow nobody to play in it but myself.'

**WHY
SHOULD
YOU CARE?**

“[Big] companies are NOT
'super' innovative and DON'T
produce reliable products. Do
you really need the next
version of Office? I don't think
so. The only thing that sells
software these days is the
innovation factor”

The question comes up from time to time. "Who's the greatest hacker ever?" Well, there's a lot of different opinions on this. Some say Steve Wozniak of Apple II fame. Or Seymour Cray, designer of the Cray line of supercomputers. Maybe Andy Hertzfeld of the Mac operating system. Richard Stallman, say others, of MIT.

Who will be next?

“[Big] companies are NOT
'super' innovative and DON'T
produce reliable products. Do
you really need the next
version of Office? I don't think
so. The only thing that sells
software these days is the
innovation factor”

"Linux is **reliable** -- it **never crashes**, it's **secure**. Wouldn't it be sweet if the market was more like Linux."

"They spend **less**, and they get **more**. What could be better than that?"

"You've got thousands of the **best programmers in the world** poring over Linux code, incorporating everything that we've all learned about how to build a better operating system."



Microsoft has hired some damn good programmers, engineers and designers. But they **don't have** a monopoly or even have the majority "



"If you stand and watch for six hours, you'll see the whole thing," he said, his voice conveying a slight hint of awe at the magnitude of what Netscape, the company he founded, is giving away."

20:1

"If the world starts judging Microsoft shares by likely dividends paid, based on profits, the world will get pretty frightened, pretty quickly. Already, Microsoft has a problem with all its founder genius programmers; they're too rich to take orders. People who joined in the first decade of Microsoft include many millionaires; tell them you aren't happy with their work, they'll tell you they aren't happy with your working conditions, and walk out. Off they go. Has to re-think about how it recruits new programmers. "The pay is crap, sure; but just think of the stock options!" said recruiters."

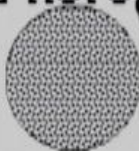
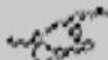
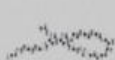
“Macromedia's support among developers is likely to be its biggest asset in bridging the gap between the desktop and the browser.”

“They've thrown the ball out onto the playing field without really knowing where it's going to go”

“What is maddening, is the terrible notion that a person's value depends on how important and financially successful they are, and that that is measured in terms of money.”



None of that nice RISC OS font
anti aliasing around here!



“What is maddening, is the terrible notion that a person's value depends on how important and financially successful they are, and that that is measured in terms of money.”

"The Open Source community is a place where people are judged, not by how much they are worth, but by how much they contribute."



None of that nice RISC OS font
anti aliasing around here!



"It's no wonder Rafi Khan wanted to spend his summer here on Microsoft Corp.'s lush, green campus: Shuttles move workers from one office building to another, and there are gym memberships, cable and maid service - all for free.

The problem for Khan was that thousands of others wanted the same thing. For those in the computer sciences, Microsoft is the Emerald City of internships."

60%

"Microsoft has such a unique atmosphere that once you're there and it clicks with you, that's the **only place** you want to develop software."

"Recovering from current external perceptions of Microsoft as a paranoid, untrustworthy, greedy, petty, and politically inept organization will take years. Being the lowest cost commodity producer during such a recovery will be arduous, and will have the side-effect of changing Microsoft into a place where creative managers and accountants, rather than visionaries, will call the shots."

"There is a new frontier, where software "collectives" are being built with ad hoc protocols and with clustered devices. Robotics and automation of all sorts is exposing a demand for sophisticated new ways of thinking. Consumers have an unslakable thirst for new forms of entertainment. And hardware vendors continue to push towards architectures that will fundamentally change the way that software is built by introducing fine-grained concurrency that simply cannot be ignored. There is no clear consensus on systems or application models for these areas.

Useful software written above the level of the single device will command high margins for a long time to come.

Stop looking over your shoulder and invent something!"



**" Microsoft cannot prosper during
the open source wave as an island,
with a defence built of litigation &
proprietary protocols "**

"To the extent the open source model gains increasing market acceptance, sales of the company's products may decline."

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***“Alone
after
thirty
years, the
isolation
was
terrible”***

At Microsoft was enjoying it's golden years. When her dominance of software passed away, it felt sick, alone, and isolated.

“I've had horrible pain in my gut since things got so complex,” Microsoft says, “but the loneliness was the worst of all.”

The Unshrink Experience can help lessen Microsoft's loneliness. It makes a real difference in people's lives. Won't you help us help others?



Santa Barbara County's
United Way

www.unitedway.org

**CAN THE
WORLD LOVE
MICROSOFT
?**



“Give early and give often”

...FOR YOU SEE, BILL GATES KNEW THAT A
TERRIBLE Y2K BUG WAS COMING, AND HE TRIED
TO RALLY EVERYONE TOGETHER TO FIGHT IT!

YOU MUST LISTEN TO ME..

LET US WORK
TOGETHER OPENLY AND
WITH LOVE TO HELP
EVERYONE!

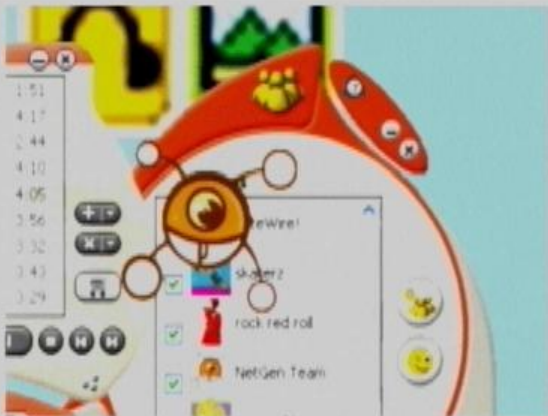
YOU ARE
WRONG.

THERE'S NO
PROBLEM. IN
FACT, WE CAN
MAKE MONEY
OFF THE
SUCKERS.

MY LIMO'S
HERE,
GOTTA GO!

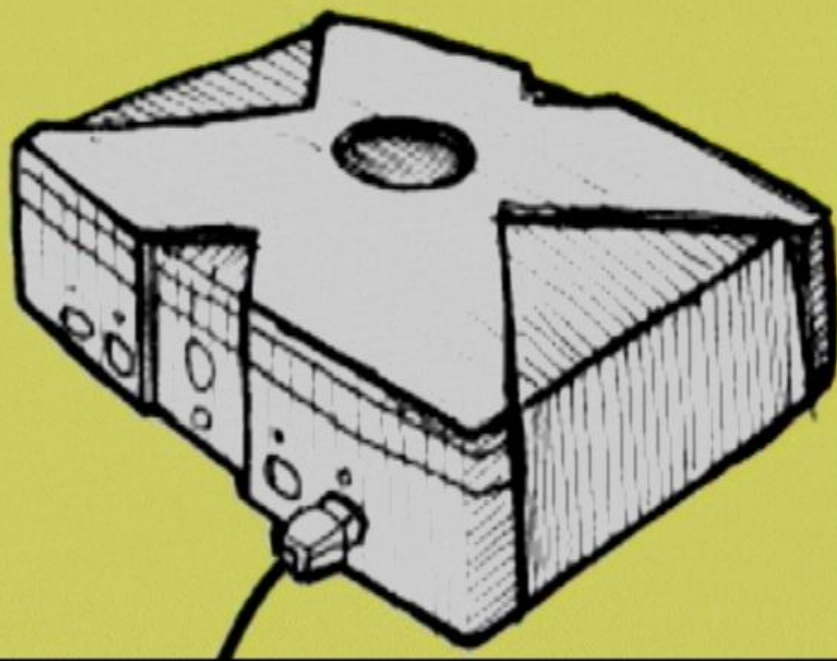


"I worried about my employment prospects after I became disabled during college, but Microsoft has done a flawless job of ignoring my disability when it is irrelevant, and assisting me whenever it hinders me physically"



three**degrees**

“When a company develops an **ETHICAL CODE** for the **wrong reasons**-i.e. simply to boost sales or avoid lawsuits-ethical standards throughout the organization **actually drop.**”



A photograph of a large office space filled with cubicles. The image is heavily tinted with a red color. Several people's heads are visible, peeking out from the tops of their cubicles. The perspective is from a slightly elevated position, looking down into the rows of cubicles.

**YOU ARE WHAT YOU DO ?
YOU ARE WHAT YOU CAN BECOME.**

A photograph of a large office space filled with cubicles. The image is heavily filtered with a red color. In the foreground, several cubicles are visible, each with a person's head and shoulders peeking over the top edge. The cubicles are arranged in a grid pattern that recedes into the distance. The lighting is dim, and the overall mood is somewhat somber or intense due to the red tint.

**YOU ARE WHAT YOU DO ?
YOU ARE WHAT YOU CAN BECOME.**

A red-tinted image showing a grid of many small, identical-looking human faces, each appearing to be looking out from a separate compartment or cell. The faces are arranged in a repeating pattern that recedes into the distance, creating a sense of depth and repetition. The overall color scheme is dominated by shades of red and pink.

**YOU ARE WHAT YOU DO ?
YOU ARE WHAT YOU CAN BECOME.**





YUL BRYNNER • ELI WALLACH • STEVE MCQUEEN

THE MAGNIFICENT SEVEN



Shareholders Customers Employees & Families

"Our motto here is,
There's no such
thing as success-
failure on the Net."

"There's faith here in the ability of smart, well-motivated people to do the right thing. Anything that gets in the way of that is evil."

Rule 1: The User Is in Charge

Rule 2: The World Is Your R&D Lab

Rule 3: Good Failures Are Better

Rule 4: Great People Self-Manage

Rule 5: If Users Come, So Will Money

"A SCHEME BEING IMPLEMENTED by Office Depot means that companies that fail to join a logo scheme will find their XP products won't appear on store shelves unless they've been certified by Redmond.



suddenly had more freedom? If
source code provides freedom, we
would have noticed that we have
more freedom today."

Microsoft seems to be dominated by people who have a type of disorder that creates intense and endless cravings for money and happiness, while the open source people seem to be suffering from a type of disorder that causes people to withdraw into a fantasy.

No
matter which of these two groups wins, the normal people in the world will lose.



"folded together" (*cum+plicare*)

"woven together" (*cum+plexere*)